

Waters Corporation Advanced Manufacturing Summit June 20, 2013



Waters Corporation

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■ Company overview

- Geographies
- Technologies
- Products

■ Supplier Management

- Control
- Metric
- Expectations

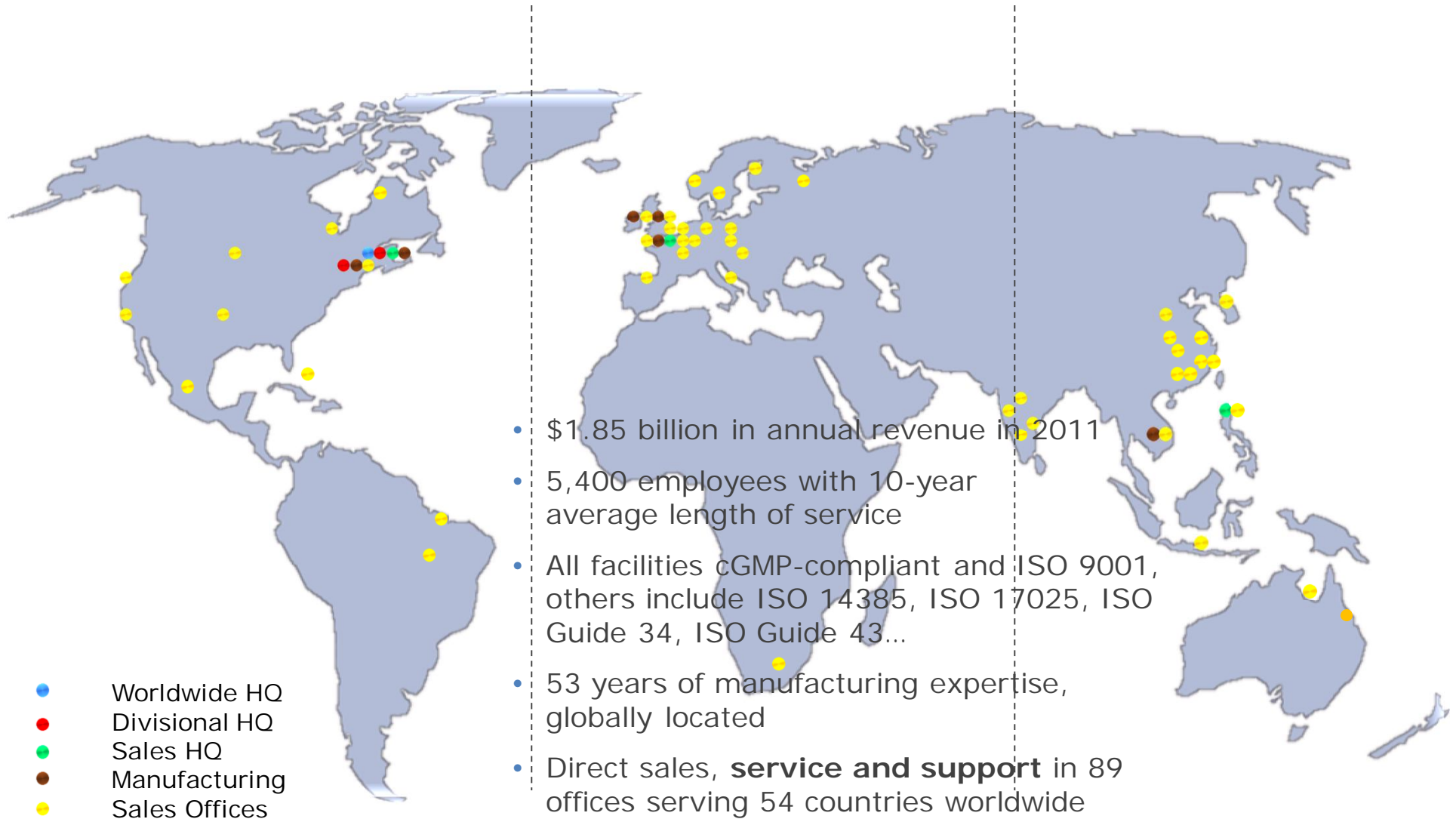
■ Discussion



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Business Overview

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Overview – Divisional Structure

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- Biochemical and Chemical Analysis – HPLC, UPLC-MS



\$6+ Billion Market

- Physical Testing – Thermal Analysis, Rheometry & Bio - calorimetry



\$550+ Million Market

- Instrumentation
 - Chromatography
 - Mass Spectrometry
 - Physical Properties
- Informatics & Services
- Consumables
 - Media – chromatographic & mAb
 - Fill/finish operations
- Diagnostics
 - Analytic standards & reagents
 - Clinical



A Holistic System Optimized to Insure
Reliable, Robust, Reproducible Results

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Acquity^UPC²™

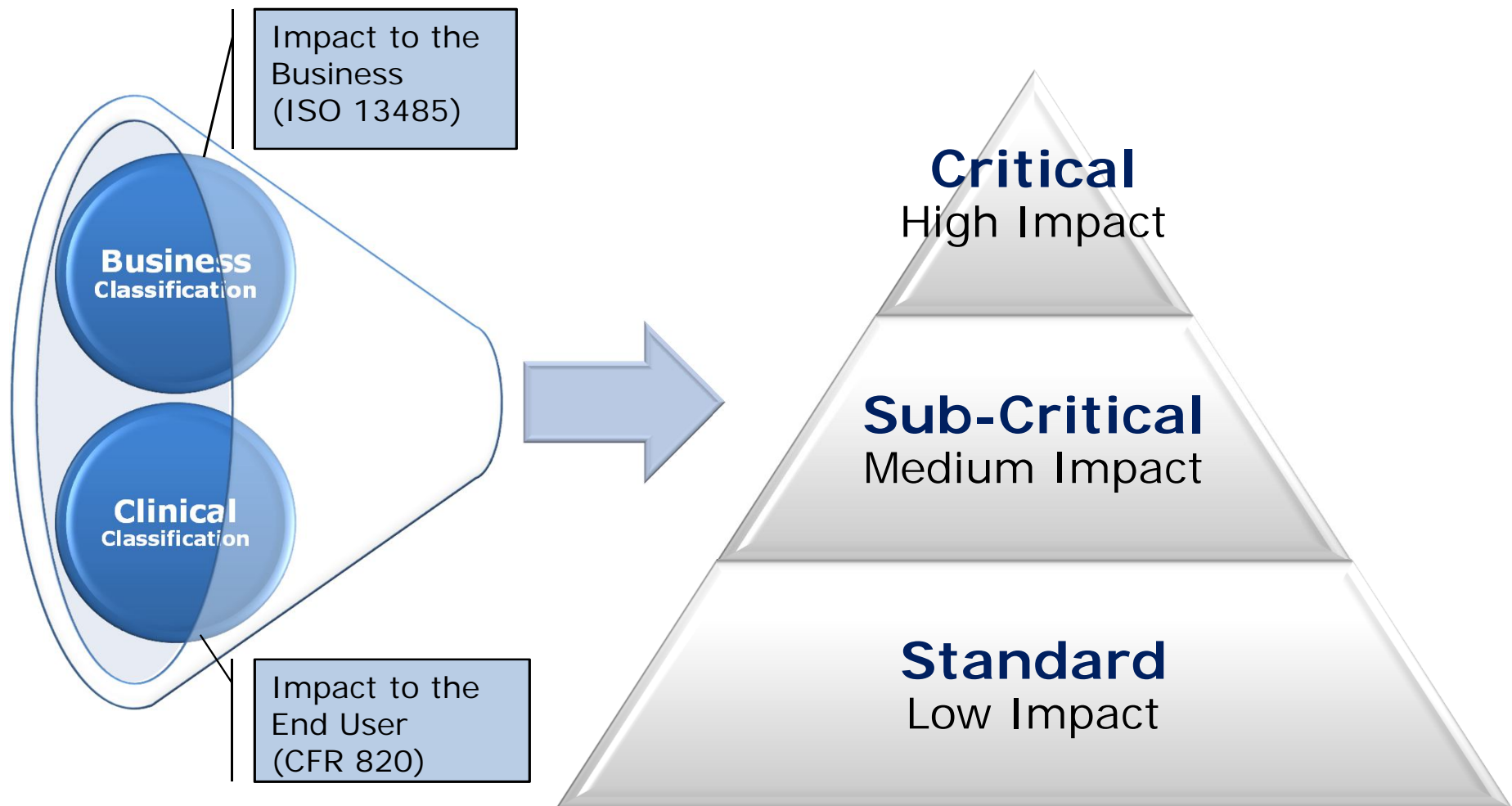


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Supply Chain Management in a compliant environment...



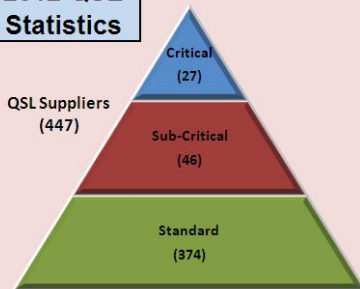
...requires allocation decisions for resource deployment

Automated QSL Statistics

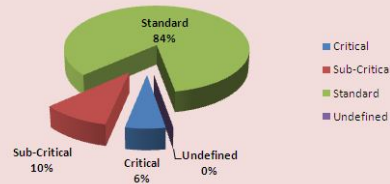
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2012 QSL Statistics

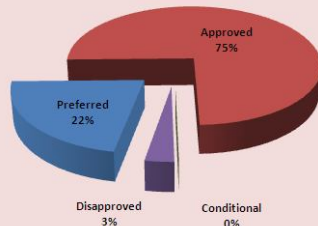
QSL Suppliers
(447)



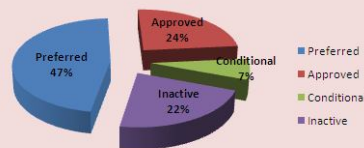
Supplier Classification Percentage



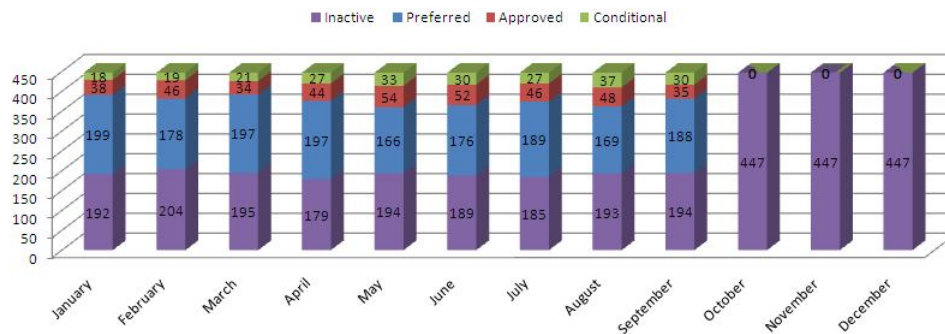
Commodity Manager Rating



Avg Supplier Performance Rating YTD



2012 Supplier Performance Totals by Month



September

Auto-update			
2012	Preferred Per Mo.		%
January	199		44.5%
February	178		39.8%
March	197		44.1%
April	197		44.1%
May	166		37.1%
June	176		39.4%
July	189		42.3%
August	169		37.8%
September	188		42.1%
October			
November			
December			
Yearly Avg			41.2%

Auto-update			
2012	Cond Per Mo.		%
January	18		4.0%
February	19		4.3%
March	21		4.7%
April	27		6.0%
May	33		7.4%
June	30		6.7%
July	27		6.0%
August	37		8.3%
September	30		6.7%
October			
November			
December			
Yearly Avg			6.0%

Auto-update			
2012	Generate SC Data?		%
Yes	446		99.8%
No	1		0.2%
Total	447		100.0%

Auto-update			
2012	Approved Per Mo.		%
January	38		8.5%
February	46		10.3%
March	34		7.6%
April	44		9.8%
May	54		12.1%
June	52		11.6%
July	46		10.3%
August	48		10.7%
September	35		7.8%
October			
November			
December			
Yearly Avg			9.9%

Auto-update			
2012	Inactive Per Mo.		%
January	192		43.0%
February	204		45.6%
March	195		43.6%
April	179		40.0%
May	194		43.4%
June	189		42.3%
July	185		41.4%
August	193		43.2%
September	194		43.4%
October			
November			
December			

Auto-update			
2012	QSL Statistics		%
On QSL	447		100.0%
Not on QSL	0		0.0%
Total	447		100.0%

Auto-update			
2012	CM Rating Summary		%
Preferred	98		21.9%
Approved	335		74.9%
Conditional	0		0.0%
Disapproved	14		3.1%
Total	447		100.0%

Auto-update			
2012	Yrly Avg Rating Totals		%
Preferred	208		46.5%
Approved	108		24.2%
Conditional	32		7.2%
Inactive	99		22.1%
Total	447		100.0%

Auto-update			
2012	Classification Totals		%
Critical	27		6.0%
Sub-Critical	46		10.3%
Standard	374		83.7%
Undefined	0		0.0%
Total	447		100.0%

Auto-update			
2012	Total PO Del Per Mo.		
January	8514		
February	8448		
March	8930		
April	8559		
May	8444		
June	8356		
July	8280		
August	9060		
September	7966		
October			
November			
December			
YTD Total	76557		

Auto-update			
2012	Current Mo Stats		
September			
Preferred	188		42.1%
Approved	35		7.8%
Conditional	30		6.7%
Inactive	194		43.4%
Total	447		100%
# of PO Deliv			
7966			

Automated Audit Schedule

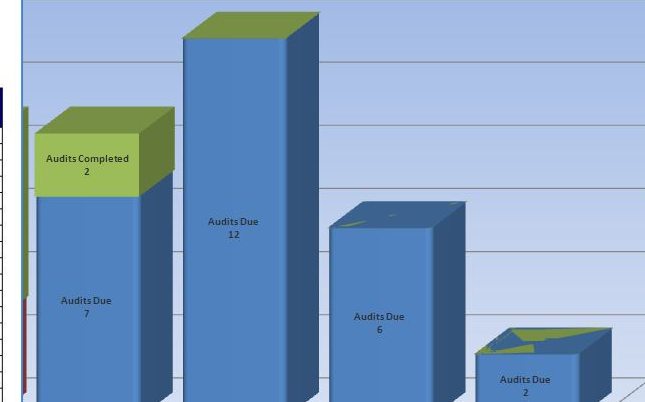
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Critical Suppliers (CS) On-Site Audit Schedule

On-site Audits (Due every 3 Years)

		DATE LEGEND												
		Past Due	With in 3 Mos	With in 6 Mos	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell
Ven #	Vendor	Previous Audit	Audit Due Date	Audit Scheduled on:	Commodity Manager	CM	SQE	Audit Location	Comment					
111515	Ushio America Inc	Jun-10	Jun-13	Jun-13	Dave Reed	DR	TN	Hyogo, Japan	Prev audit on portal - On Hold					
8620	Hamamatsu Corp	Jun-10	Jun-13	Jun-13	Dave Reed	DR	TN	Shizuoka, Japan	Prev audit on portal - On Hold					
12301	NSG Precision Cells Inc	Jun-10	Jun-13	Jun-13	Dave Avondoglio	DA	TN	Yamagata, Japan	Prev audit on portal - On Hold					
16396	Antec Leyden	Dec-07	Dec-10	Jun-13	Tom Marino	TM	PP	Zoeterwoude, Netherlands	Prev audit on portal - On Hold					
12615	Spark Holland	Sep-07	Sep-10	Jun-13	Tom Marino	TM	PP	Emmen, Netherlands	Prev audit on portal - On Hold					
26927	Fine Tubes Ltd	Aug-10	Aug-13	Aug-13	Dave Avondoglio	DA	TN	Plymouth, England	Prev audit on portal - On Hold					
76751	Advantec Mfs Inc	Feb-08	Feb-11	Aug-13	Tom Marino	TM	PP	Osaka, Japan	Prev audit on portal - On Hold					
8630	Camdel Metals Corporation	Jun-10	Jun-13	Sep-13	Dave Avondoglio	DA	TN	Camden, DE	Previous audit available on portal					
10046	NSK Precision America Inc	May-10	May-13	Oct-13	Dave Avondoglio	DA	JA	Franklin, IN	Previous audit available on portal					
8940	Horiba Jobin Yvon	Nov-10	Nov-13	Nov-13	Dave Reed	DR	TN	Edison, NJ	Previous audit available on portal					
28100	CTC Analytics Ag	Jan-11	Jan-14	Jan-14	Tom Marino	TM	PP	Zwingen, Switzerland	Previous audit available on portal					
59207	Performance Sealing Inc	May-11	May-14	May-14	Dave Avondoglio	DA	TN	Orange, CA	Previous audit available on portal					
7632	D J Instruments Inc	Jun-11	Jun-14	Jun-14	Dave Reed	DR	RZ	Billerica, MA	Previous audit available on portal					
7100	Bal Seal Engineering Co	Sep-11	Sep-14	Sep-14	Dave Avondoglio	DA	TN	Foothill Ranch, CA	Previous audit available on portal					
45573	Therm								Previous audit available on portal					
12427	TE Tec								Previous audit available on portal					
8436	Saint Co								Previous audit available on portal					
29177	CEI Co								Previous audit available on portal					
35342	Flextron								Previous audit available on portal					
31963	GES S								Previous audit available on portal					
35342	Flextron								Previous audit available on portal					
37107	Tecan								Previous audit available on portal					
32778	GE Po								Previous audit available on portal					
29390	XP Po								Previous audit available on portal					
7696	SL Po								Previous audit available on portal					
45573	Therm								Previous audit available on portal					
7696	SL Po								Previous audit available on portal					
12124	Hanson								Previous audit available on portal					
37107	Tecan								Previous audit available on portal					

Milford Critical On-Site Audits Due



Sub-Critical Supplier (SCS) Document Refresh Due Date Schedule

Document Refresh (Due every 6 Years)

		Past Due	With in 3 Mos	With in 6 Mos	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell	Fill-in Cell	Formula Cell
Vndr	Name	CM	SQE	Onsite Audit (Opt)	Initial CT-PAT Date	Self Appraisal or OA	Supplier Profile Questionnaire	Supplier Risk Assessment	Refresh Frequency in Days	New Docs Due on:	Suggested Document Request Date			
1	10289 Pfeiffer Vacuum Inc	TM	PP	2/14/2007	None	2/12/2007	None	None	2190	5/17/2013	5/17/2013			
2	7412 Cambridge Valve	ML	RZ	N/A	None	None	None	None	2190	5/17/2013	5/17/2013			
3	8130 Edwards Vacuum Inc	TM	JA	N/A	None	None	None	None	2190	5/17/2013	5/17/2013			
4	9334 Leybold Vacuum Prod Inc	TM	JA	N/A	None	None	None	None	2190	5/17/2013	5/17/2013			
5	10151 Oriental Motor Usa Corp	DR	JA	N/A	None	None	None	None	2190	5/17/2013	5/17/2013			
6	27601 Sygen Tech Inc	TM	PP	N/A	None	None	None	None	2190	5/17/2013	5/17/2013			
7	44821 Environment Res Assoc	TM	DS	11/19/2007	Intercompany	11/19/2007	4/17/2007	11/19/2007	2190	4/15/2013	5/17/2013			
8	27486 Lin Engineering Inc	DR	JA	N/A	10/1/2007	None	10/1/2007	8/31/2007	2190	8/29/2013	7/15/2013			
9	9775 Mott Corp	KB	JA	10/31/2007	5/10/2011	10/31/2007	6/20/2011	None	2190	10/29/2013	9/15/2013			
10	9222 Nogen Kleehn Inc	DA	TN	12/3/2007	4/23/2012	12/3/2007	11/26/2007	12/3/2007	2190	11/24/2013	10/10/2013			
11	26643 Peak Scientific Instr	TM	PP	12/7/2007	9/25/2008	12/7/2007	9/24/2008	12/6/2007	2190	12/4/2013	10/10/2013			
12	44352 BEI Sensors (BEI Kimco)	DR	RZ	2/8/2008	8/25/2008	2/8/2008	2/4/2008	2/8/2008	2190	2/6/2014	12/23/2013			
13	6480 Hantronix Inc	DR	RZ	11/3/2008	See TC	11/3/2008	10/23/2008	11/3/2008	2190	10/22/2014	9/7/2014			
14	51271 KMC Sys - Med Division	TM	PP	2/4/2009	See TC	2/4/2009	1/29/2009	2/4/2009	2190	1/28/2015	12/14/2014			
15	10641 Rheodyne L P	DA	RZ	11/3/2009	4/29/2010	11/3/2009	11/29/2009	4/22/2010	2190	11/2/2015	9/18/2015			
16	11487 IDEX Health and Science	DA	RZ	11/3/2009	5/14/2010	11/3/2009	5/14/2010	2190	11/2/2015	9/18/2015	9/18/2015			
17	10001 MIB Technologies Corp	DR	JA	N/A	1/12/2010	1/12/2010	12/18/2009	1/12/2010	2190	12/17/2015	11/2/2015			
18	9224 KIF Neuberger Inc	DR	JA	N/A	1/22/2010	1/13/2010	1/22/2010	1/15/2010	2190	1/12/2016	11/28/2015			
19	52577 Accumetrix Limited	DA	TN	N/A	1/14/2010	2/15/2010	1/14/2010	2/16/2010	2190	1/13/2016	11/29/2015			
20	10799 Scientific Systems Inc	DA	RZ	N/A	2/12/2010	2/14/2010	12/22/2010	2/12/2010	2190	2/11/2016	12/28/2015			
21	8493 General Valve Corp	DA	RZ	N/A	4/5/2010	3/22/2010	3/22/2010	4/5/2010	2190	3/20/2016	2/4/2016			
22	12472 Valco Instruments	DA	RZ	N/A	4/14/2010	4/13/2010	4/13/2010	4/14/2010	2190	4/11/2016	2/26/2016			
23	30454 SCHIVO Precision Limited	DA	TN	N/A	4/27/2010	7/26/2010	4/27/2010	4/27/2010	2190	4/25/2016	3/11/2016			
24	10765 Sapphire Eng Inc	DA	RZ	N/A	5/21/2010	4/15/2013	6/16/2010	6/28/2010	2190	6/14/2016	4/30/2016			
25	38492 BARRY INDUSTRIES	ML	JA	N/A	6/22/2010	6/22/2010	6/22/2010	2190	6/20/2016	5/6/2016	5/6/2016			
26	7803 Cunningham Industries	DA	JA	N/A	8/6/2010	10/25/2010	8/6/2010	8/10/2010	2190	8/4/2016	6/20/2016			
27	48229 Tegra Medical LLC	DA	TN	N/A	8/25/2010	8/25/2010	8/25/2010	8/26/2010	2190	8/23/2016	7/9/2016			
28	53167 Semiconductor Enclosures Inc	ML	JA	N/A	2/7/2011	2/7/2011	2/7/2011	None	2190	2/5/2017	12/22/2016			
29	21573 New Objective Inc	DA	JA	N/A	5/4/2011	5/4/2011	5/9/2011	None	2190	4/30/2017	3/16/2017			
30	25913 Optometrics Corp	DR	TN	N/A	4/28/2011	5/18/2011	5/18/2011	5/18/2011	2190	5/16/2017	4/1/2017			
31	40409 Heraeus Noblelight LLC	DR	JA	N/A	5/30/2012	5/25/2012	7/31/2012	5/10/2012	2190	5/9/2018	3/22/2016			
32	8670 Hayden Kerk Motion	DR	JA	N/A	6/6/2012	5/23/2012	7/31/2012	5/23/2012	2190	5/22/2018	4/8/2016			
33	8817 Nidec Motor (Hurst Mfg)	DR	JA	N/A	5/5/2012	5/23/2012	5/29/2012	5/29/2012	2190	5/22/2018	4/7/2018			
34	22186 Optical Filter	DR	TN	N/A	6/14/2012	8/2/2012	8/2/2012	7/27/2012	2190	7/26/2018	6/6/2018			
35	17512 Leap Technologies			N/A	7/26/2012	None	8/1/2012	9/8/2012	2190	7/31/2018	6/16/2018			
36	29296 Powenar	TM	RZ	N/A	1/30/2012	9/11/2012	9/11/2012	9/7/2012	2190	9/6/2018	7/23/2018			
37	35595 Milming Liu (4F Int Co)	DR	JA	9/21/2012	8/12/2012	9/21/2012	8/12/2012	9/21/2012	2190	9/20/2018	8/6/2018			
38	18107 Germanow-Simon Corp	DR	TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

Supplier Business Reviews

General Topics Reviewed Utilizing SBR Template:

- Spend Data
 - Rev Risk
 - PPV
 - D&B
- Portal & SC
- Quality
 - On-Time Delivery
 - Disaster Recovery
 - Current Rating
- Backup Sources
- Inventory Programs
 - SS, Kanban, Short LT Contracts / LOIs
- Non-Conformances
- Line Shutdowns
- Bar Code Compliance
- Cost Opportunities
- Action Items

Supplier Business Review
Supplier & Contact Info

CEI Contract 29177
Commodity Manager: Mark

Supplier Info

Classification: Critical
SBR Frequency? Bi-Annual
Fav / UnFav PPV? Favorable
D&B Outlook? Excellent

Contact Info

Account Rep: [Name]
Email or Phone: [Phone]

Other Contact: [Name]
Email or Phone: [Phone]

Backup Source? Yes

Supplier Business Review
Spend Data

CEI Contract 29177
Commodity Manager: Mark

2013 Spend Data

Proj US Spend: \$3,000
Proj WPPL Spend: \$2,000
Rev Risk: (Crit only) \$103

Disaster Rec Plan? TBD
Add suppliers general policy here

Spend Data Comments:
WPPL spend data requested from Yr
Observation: Revenue Risk is extreme
Who is the backup source? - A/B

Supplier Business Review
Portal & Scorecard

CEI Contract 29177
Commodity Manager: Mark

Portal & Scorecard

Portal Account? Yes
Two accounts. Active?

Receive Scorecard? Yes
Sent to the correct recipient?

Portal Training Req'd? Yes
If Yes, whom?

Supplier Business Review
Inventory Programs

CEI Contract 29177
Commodity Manager: Mark

Inventory Programs

Safety Stock? Yes
Current safety stock programs:

Kanban? Yes
Currently utilize Kanban, any opportunities?

Inv Program Comments:
Any other cost savings opportunities?
Do you utilize the portal forecasts to m

Supplier Business Review
Performance Statistics

CEI Contract 29177
Commodity Manager: Mark

Performance Stats

Line Shutdowns: See
No line shutdowns in 2013.

Quality & Delivery: See
CEI performance is "Perfered"
Top performing supplier

Performance Comments:
Barcode labels and issues or concern

Supplier Business Review
QSL Stats (1 of 3)

CEI Contract 29177
Commodity Manager: Mark Looney

Commodity: PCBA
SQE: Rob Zanardelli

Vendor Number: 29177
Vendor Name: CEI CONTRACT MFG LTD
Year: 2013

Class: Critical
Scope of Supply: PURE01
Scope Description: PCBA
CM Rating: P

Commodity Manager: Dave Reed
Supplier Quality Engineer: Rob Zanardelli
Buyer: Judy Tusino

Monthly Scorecard Data: (US31 & US10)

January			February			March			April			May			June		
Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg
100.0	82.2	94.6	100.0	100.0	100.0	100.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Rating: A			Rating: P			Rating: P			Rating: I			Rating: I			Rating: I		
Delv's: 37			Delv's: 25			Delv's: 39			Delv's: 0			Delv's: 0			Delv's: 0		

July			August			September			October			November			December		
Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg	Qual	Del	Avg
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Rating: I			Rating: I			Rating: I			Rating: I			Rating: I			Rating: I		
Delv's: 0			Delv's: 0			Delv's: 0			Delv's: 0			Delv's: 0			Delv's: 0		

Year to Date Scorecard Data: (US31 & US10) Current Month: **March**

Quality	Delivery	Average	Rating	PO Delv's	Mos in "C"
100.0	96.4	98.2	P	101	0

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